



JONATHAN E. FIELDING, M.D., M.P.H.  
Director and Health Officer

JONATHAN E. FREEDMAN  
Chief Deputy Director

313 North Figueroa Street, Room 806  
Los Angeles, California 90012  
TEL (213) 240-8117 • FAX (213) 975-1273

[www.publichealth.lacounty.gov](http://www.publichealth.lacounty.gov)

June 7, 2011

## ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

#30 JUNE 7, 2011

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER



### BOARD OF SUPERVISORS

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**RECOMMENDATION TO AUTHORIZE THE CHIEF INFORMATION OFFICER TO EXECUTE  
A WORK ORDER WITH EMC CORPORATION, INC FOR SOFTWARE IMPLEMENTATION  
SERVICES FOR THE ELECTRONIC HEALTH CHART PROJECT  
(ALL SUPERVISORIAL DISTRICTS)  
(3 VOTES)**

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ( )**

**SUBJECT:**

Authorize execution of Work Order with EMC Corporation, Inc. to complete the design, develop, and implement an electronic document management system for client medical records.

**IT IS RECOMMENDED THAT YOUR BOARD:**

Authorize the Chief Information Officer (CIO), at the request of the Director of the Department of Public Health (DPH), to execute a work order with EMC Corporation, Inc. (EMC) under Los Angeles County Master Services Agreement (MSA) Number 77036 to complete the design, development, and implementation of DPH's electronic document management system for client medical records (e-Chart), at a maximum obligation of \$548,968. In accordance with EMC MSA guidelines, Board approval is required for Work Orders that exceed \$300,000.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Approval of the recommended action will enable DPH's Children's Medical Services (CMS) to acquire EMC professional services to implement Phase 3 of the e-Chart project and transition from a paper-based system to electronic document scanning and on-line processing of client medical records.

Phase 1 of the e-Chart project was completed under a Purchase Order. It enabled CMS to route and process all new client medical records into the e-Chart system and created a new electronic case management record for each new client. Phase 2 involves CMS staff converting existing paper charts to electronic files using the same hardware, software, and business processes implemented during Phase 1. Phase 2 is supported by EMC MSA Work Order that was executed under the CIO's delegated authority and will be completed by December 31, 2012.

Implementation of Phase 3 will enhance the e-Chart system by including form recognition for documents received via fax, paper, and/or electronic mail. Phase 3 will also provide onsite configuration support for 20 e-Chart forms in order to provide knowledge transfer from EMC consultants to CMS Administrators. This will allow CMS to greatly improve its efficiencies through the reduction of paper generation, handling, and storage. Availability of electronic case records will allow staff to electronically assign cases to operators based on availability and eliminate the inefficiencies of managing paper documents. Incoming documents will be directed to the appropriate medical chart using the unique California Children's Services identification number as the electronic identifier. Preliminary discussions to define the final phase of this project (Phase 4) and the cost are expected to get underway in July 2012.

#### **Implementation of Strategic Plan Goals**

The recommended action supports Goal 4, Health and Mental Health, of the County's Strategic Plan.

#### **FISCAL IMPACT/FINANCING**

The maximum obligation of the work order is \$548,968, consisting of \$328,440 for professional services, \$175,420 for software development and licenses, and \$45,108 for recurring annual software support and maintenance. This project is funded by the State in the amount of \$494,071 and by net County cost in the amount of \$54,897. Recurring annual cost of software support and maintenance will be funded by the State in the amount of \$40,597 and by net County cost in the amount of \$4,511.

Funding for this action is included in DPH's fiscal year (FY) 2010-11 Final Adopted Budget and will be requested for FY 2011-12, as necessary.

#### **FACTS AND PROVISION/LEGAL REQUIREMENTS**

On July 7, 2009, your Board approved the CIO's MSA with EMC, enabling County departments to utilize MSA work orders for various professional and consulting services related to the implementation and support of Enterprise Content Management (ECM) technologies. All MSA work orders greater than \$300,000 require Board approval.

The CIO concurs with DPH's recommendation and has provided the CIO Analysis Report (Attachment A).

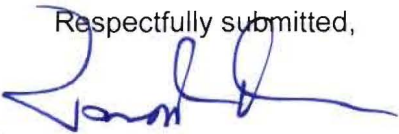
**CONTRACTING PROCESS**

On July 7, 2009, your Board approved and adopted the EMC Documentum suite of products as the ECM software standard for the County of Los Angeles. EMC Documentum was selected through an open competitive Request for Proposals process. Your Board also approved the MSA with EMC that provides professional services to support the development and implementation of the EMC Documentum suite of products. The MSA offers a structure for acquiring services through a streamlined acquisition process that is standard across the enterprise. All MSA work orders greater than \$300,000 require Board approval.

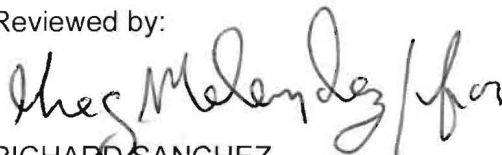
**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the recommended action will enable DPH to improve organizational effectiveness and service to the public by increasing access to client medical records, decreasing the possibility of misplacing case information, and improving DPH service response time to clients. The e-Chart system will also greatly improve efficiencies through the reduction of paper generation, handling, and storage and overall improve organizational effectiveness.

Respectfully submitted,

  
For JONATHAN E. FIELDING, M.D., M.P.H.  
Director and Health Officer

Reviewed by:

  
RICHARD SANCHEZ  
Chief Information Officer

JEF:ar  
BL#01745

Enclosure

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors  
Auditor-Controller



## CIO ANALYSIS

**RECOMMENDATION TO AUTHORIZE THE CHIEF INFORMATION OFFICER TO EXECUTE  
A WORK ORDER WITH EMC CORPORATION, INC. FOR SOFTWARE IMPLEMENTATION  
SERVICES FOR THE ELECTRONIC HEALTH CHART PROJECT**

CIO RECOMMENDATION: ☒ APPROVE ☐ APPROVE WITH MODIFICATION  
☐ DISAPPROVE

**Contract Type:**

☐ New Contract ☐ Contract Amendment ☐ Contract Extension  
☐ Sole Source Contract ☐ Hardware Acquisition ☒ Other

New/Revised Contract Term: Base Term: N/A Yrs # of Option Yrs N/A

**Contract Components:**

☐ Software ☐ Hardware ☐ Telecommunications  
☒ Professional Services

**Project Executive Sponsor:** Jonathan E. Fielding, M.D., MPH, Director and Health  
Officer, Department of Public Health

**Budget Information :**

Y-T-D Contract Expenditures	\$253,635
Requested Contract Amount	\$548,968
Aggregate Contract Amount	\$802,603

**Project Background:**

Yes	No	Question
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project legislatively mandated?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project subvented? If yes, what percentage is offset? <b>State and Federal grants fund 90% of the costs of this project, the remaining 10% being funded through the Department's NCC appropriations.</b>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project/application applicable to (shared use or interfaced) other departments? If yes, name the other department(s) involved.

**Strategic Alignment:**

Yes	No	Question
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project in alignment with the County of Los Angeles Strategic Plan?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project consistent with the currently approved Department Business Automation Plan?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project's technology solution comply with County of Los Angeles IT Directions Document?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project technology solution comply with preferred County of Los Angeles IT Standards?

<input checked="checked" type="checkbox"/>	<input type="checkbox"/>	This contract and/or project and its milestone deliverables must be entered into the Information Technology Tracking System (ITTS).
--	--------------------------	---

**Project/Contract Description:**

Authorizes the Chief Information Officer (CIO) to execute a deliverables-based Work Order for consulting services under the County of Los Angeles' Master Services Agreement Number 77036 (MSA) with EMC Documentum, Inc. (EMC) for professional services to be provide to the Department of Public Health, Children's Medical Services Program (CMS) to implement Phase 3 of the Electronic Health Chart (e-Chart) Project. The amount of this Work Order is estimated at \$548,968, 90% of which is funded through State and Federal grants.

**Background:**

CMS is responsible for the administration of several statewide programs, including:

- California Children's Services (CCS), which includes the Medical Therapy Program (MTP); and
- Child Health and Disability Prevention (CHDP), which includes the Health Care Program for Children in Foster Care (HCPFC).

Geographically, CMS service locations are spread across Los Angeles County with over 60 decentralized remote sites, including 32 Medical Therapy Units, 3 CHDP Area Offices, 18 Foster Care locations, 3 County hospitals, and 4 private hospitals. It has over 1,000 employees at its El Monte Headquarters and other offsite locations.

CMS manages medical benefits provided to qualified children using an antiquated MUMPS-based (1960's technology) case management system to track both new and existing cases. Hard copy medical charts generated by service providers are stored and archived at CMS' Medical Records Unit.

The e-Chart Project is a multi-phase project that will replace this system with a totally new, highly automated case management system using the County's standard EMC software tools and technologies. Phase 1 acquired hardware, software, and services under a Purchase Order to deploy the e-Chart system that scanned and stored all new medical records, creating an electronic case record for each client. Phase 2 supported by an executed County EMC Work Order will integrate existing client records and records maintained by nursing and MTP units creating a more comprehensive electronic record in the e-Chart system. Phase 2 is in progress and is scheduled to be completed by late December.

Phase 3 will provide critical system enhancements, including:

- Implementing form recognition software to capture and store provider and patient correspondence received via fax, e-mail, or regular mail;
- Streamlining intake process by automating 20 e-Chart system forms; and
- Deploying business process management software to automate CMS review and approval process for client services.



Preliminary discussions to define the scope and cost of the final phase of this project (Phase 4) are expected to get underway in July 2012.

**Project Justification/Benefits:**

These enhancements to the e-Chart system will allow CMS to greatly improve its efficiencies through the reduction of paper generating, handling, and storage attendant to its e-Chart process. Deployment of EMC's e-Fax, image recognition, and workflow software will allow for all information processed in the e-Chart system to be handled electronically by CMS from end-to-end. The ability to have documents electronically captured and routed via the EMC Dispatcher software will reduce the manual efforts currently conducted by CMS scan operators and will also assist CMS in an effort to comply with applicable local, State, and Federal rules, regulations, and Board policies.

**Project Metrics:**

A detailed Statement of Work has been developed by CMS and EMC to ensure the tasks and deliverables were well-defined. EMC and CMS will manage the project in accordance with that Statement of Work and CIO will obtain status updates on a regular basis, as is required under the provisions of the Master Services Agreement.

**Impact on Service Delivery or Department Operations, if Proposal is Not Approved:**

If this recommendation is not approved, CMS will not realize the maximum efficiencies that would otherwise be available to them through the further automation of its e-Chart system. These additional Phase 3 enhancements were contemplated as part of the overall project for implementing the e-Chart system.

**Alternatives Considered:**

No other alternative was considered.

**Project Risks:**

No significant risks have been identified. The procedures required under the Master Services Agreement satisfactorily address the need for well-defined tasks and deliverables, as well as ongoing monitoring of the project by the CIO. EMC and CMS will both have project managers overseeing the project to better ensure successful completion.

Potential HIPAA and HITECH security risks are mitigated by hosting the e-Chart system application within the County's secure environment. As part of this project, DPH will migrate the e-Chart system from DPH to the County's Enterprise Content Management (ECM) Central Infrastructure that will be deployed and hosted at ISD. No security concerns have been noted at this point in time but the County's Chief Information Security Officer (CISO) and DPH's Departmental Information Security Officer (DISO) will work together to ensure that any and all potential security issues are resolved prior to these additional phases going into production.

**Risk Mitigation Measures:**

No further risk mitigation measures than those stated above were deemed necessary.

**Financial Analysis:**

The cost of implementing eChart Phase 3 Work Order is a maximum of \$548,968 (see table below).

Description	Amount
Software Development/Licenses	\$ 175,420
Software Maintenance	45,108
Professional Services	328,440
<b>TOTAL</b>	<b>\$ 548,968</b>

State and Federal grants will account for 90% of the funding for this project, with the remaining 10% being funded through DPH's Net County Cost appropriations. DPH represents that funding is included in the Department's FY 2010-11 and will be requested in the FY 2011-12 budget.

**CIO Concerns:**

None.

**CIO Recommendations:**

The CIO recommends approval of this request.

**CIO APPROVAL**

Date Received: February 21, 2011

Prepared by: Earl S. Bradley

Date: April 27, 2011

Approved: *Heidi Melendy*

Date: 5/25/2011